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DCI/IC 77-1762
2 February 1977

MEMORANDUM FOR: Mr. Richard Lehman
Deputy to the DCI for National Intelligence
Officers

25X1 [redacted]
Director, Office of Performance, Evaluation
and Improvement, ICS

25X1 [redacted]
Director, Office of Program and Budget
Development, ICS

FROM: [redacted]
Director, Office of Policy and Planning,
ICS

25X1

SUBJECT: Draft DCID on the Intelligence Community
Planning System

1. I have briefed you previously on the proposed structure for the National Intelligence Community Planning System. I have also reviewed the system in similar fashion with almost all senior Community officials and believe we are ready to document it as an authoritative basis for developing the revised planning documents.

2. I propose that the standing description of the Planning System outlined in the D/DCI/IC Memorandum (NFIB-D-22.1/51), circulated to NFIB on 25 August 1976, be replaced with a new basic DCID which establishes an Intelligence Community Planning Committee charged with developing and maintaining the planning system. The attachment to the DCID describes the planning system and its component elements.

3. The revised planning system incorporates a number of changes as reflected on the attached chart. For the current element the first (and new) component would be a Current Outlook, serving much the same purpose as the Perspectives have served in the past for the mid-range period. Next, we are changing the application of DCID No. 1/2 from the mid-range to the current period so that requirements categories

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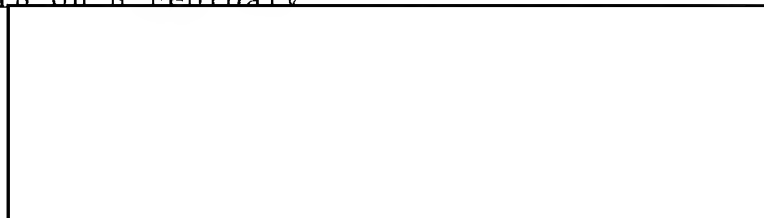
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and their associated priorities can apply to the current timeframe where they are most useful as guidance for operational activity. As the next component, we are bringing the requirements lists developed by the NIOs into the framework and documenting the evolving collaboration we have underway. Following, is a component covering salient questions to cover what we will want to continue to do in the area we now call KIQs. As a last component for the current element, a section on goals and objectives will continue to be needed to provide management guidance to the Community.

4. For the mid-range, we have restructured the components and are proposing an integrated planning guidance document focusing on three major areas: (1) perspectives for planning and programming, (2) intelligence strategy as it applies to the mid-range period, and (3) projected changes in priorities, using the DCID No. 1/2 framework to flag those geographical and topical areas where significant changes in emphasis are anticipated.

5. For the long-range element, first emphasis is on the development of most likely global scenarios, coupled with related intelligence implications. Here the DCID No. 1/2 geotopical framework will be used to categorize identifiable issues which contribute to planning guidance for programming.

6. Your comments on the attached draft will be appreciated so that they can be considered prior to circulation to the NFIR on 8 February



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Attachments:

1. Chart - Intelligence Community Planning System
2. Draft DCID

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INTELLIGENCE COMMUNITY PLANNING SYSTEM

CURRENT ELEMENT
(One Fiscal Year)

- Current Outlook
- Requirements Categories and Associated Priorities
- Priority Requirements for Regional and Topical Areas
- Salient Questions
- Goals and Objectives

MID-RANGE
ELEMENT
(Program Year and Four
Following Years)

- DCI Mid-Range Planning Guidance
 - Perspectives for Planning and Programming
 - Intelligence Strategy
 - Projected changes in Priorities

LONG-RANGE
ELEMENT
(Beyond the Program
Period to 20 Years
in the Future)

- Long-Range Study
 - Global Scenarios
 - Intelligence Implications

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DIRECTOR OF CENTRAL INTELLIGENCE DIRECTIVE No. 1/12

INTELLIGENCE COMMUNITY PLANNING COMMITTEE

Effective _____

Pursuant to Section 102 of the National Security Act of 1947 and National Security Council Intelligence Directives, an Intelligence Community Planning Committee is hereby established as a standing Director of Central Intelligence Committee with the following mission and functions:

1. Mission

The mission of the committee, under the general guidance of the Director of Central Intelligence, is to establish and maintain a planning system¹ for the Intelligence Community which provides both substantive and resource management guidance for intelligence planning, programming and operations.

2. Functions

The functions of the committee are to:

- a. Establish an overall framework within which planning guidance can be promulgated.

¹ Described in Attachment.

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b. Develop and maintain a structure for national intelligence requirements and priorities in collaboration with the National Intelligence Officers and NFIB members.

c. Develop broad planning guidance which:

(1) Reviews the international environment outlining concerns of U.S. policy and decision makers.

(2) Outlines U.S. foreign intelligence policies and strategies with respect to that environment.

(3) Identifies national intelligence requirements categories and associated priorities.

(4) Identifies national-level requirements and Community intelligence goals and objectives.

(5) Provides a common base for operational, management and program/ budget monitoring and assessment in a coherent, timely and systematic way.

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d. Prepares for DCI approval after NFIB review, a series of annually updated documents as major components of the planning system related to the current period and the mid-and long-range.

3. Community Responsibilities

Upon request of the committee chairman, Intelligence Community organizations shall furnish to the committee, within established security safeguards, particular information or materials needed by the committee and pertinent to its functions.

4. Composition, Organization and Rules of Procedure

The composition, organization and rules of procedure of the Intelligence Community Planning Committee are those stated in DCID No. 1/3.

Director of Central Intelligence

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Attachment to:
DCID No. 1/12

THE INTELLIGENCE COMMUNITY

PLANNING SYSTEM¹

(Effective _____)

1. INTRODUCTION

The Intelligence Community Planning System set forth in this Attachment is promulgated by the Director of Central Intelligence (DCI) in accordance with DCID No. 1/12, effective _____. This planning system provides the primary framework for the development and provision of intelligence planning guidance for the Intelligence Community. It constitutes one of the primary mechanisms whereby the Director of Central Intelligence exercises his responsibility for the coordination and direction of Community intelligence activities. The system is designed to provide both substantive and resource management guidance for operations as well as for planning and programming. It will support the more specific program and resource guidance issued by the NSC Policy Review Committee. It is also designed to be of value in measuring performance and identifying areas for improvement.

¹ Supercedes Intelligence Community Staff Memorandum, Subject: Intelligence Community Planning System, dated 25 August 1976.

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2. THE PLANNING SYSTEM

To improve the order and coherence of the intelligence planning process, the major elements of the National Intelligence Community Planning System relate to three major time periods:

- a. Current element --
Next fiscal year.
- b. Mid-range element --
Program year and the four following years.
- c. Long-range element --
Beyond the program period to 20 years in the future.

3. THE CURRENT ELEMENT

The current planning components are published annually in the July-September period for the next fiscal year beginning on 1 October. Collectively the components provide broad guidance for operations and planning in all functional areas during the next fiscal year. They are:

- a. Current Outlook --
This component is developed and published by the Intelligence Community (IC) Staff in cooperation with the National Intelligence Officers (NIOs). Included are an appraisal of the current international environment and the identification of salient user needs followed

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by the identification of particular current demands for intelligence. The outlook forms the basis for the identification of priority requirements for regional and topical areas and of Intelligence Community Objectives for the following year.

b. Requirements Categories and Associated Priorities - -

(1) This component provides a framework for designation of current operational requirements and priorities. (The same framework is used elsewhere for projecting changes to priorities in the mid-range). Its principle purpose is to reflect the relative importance of topical information on a geographic basis to provide operational guidance for intelligence collection, production and support activities.

(2) The requirements categories and associated priorities set forth are under continuing review and may be revised at any time at the request, and with the appropriate participation, of members of the Intelligence Community through procedures specified elsewhere. All other prioritization of national intelligence requirements will be

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related to those contained in this document (except those involved in reaction to crises).

(3) This component, published as an attachment to DCID No. 1/2, will receive comprehensive review at least annually. The priorities information will be placed on the Community On-Line Intelligence System (COINS) computer network to simplify updating and to facilitate utilization by the Community.

c. Priority and Special Requirements --

(1) Under the direction of the Deputy to the Director, Central Intelligence for National Intelligence, (D/DCI/NI), lists of priority requirements for regional and topical areas will be prepared reflecting the demands for intelligence outlined in the Current Outlook component. These lists also provide identification of specific requirements within the overall framework of requirements categories and associated priorities described in paragraph 3b above.

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(2) As circumstances dictate, other special requirements will be published as determined by the DCI.

d. Salient Questions --

(1) From the composite lists of priority requirements for regional and topical areas prepared under the direction of the D/DCI/NI before each fiscal year starts, a highly selective number of requirements or salient questions will be identified for special operational attention during the upcoming year.

(2) With Community participation, strategies will be developed for functional emphasis by the National Foreign Intelligence Board (NFIB).

e. Goals and Objectives --

(1) This component is published annually with the advice of NFIB at the beginning of each fiscal year to identify the broad goals and specific objectives of the DCI and the Intelligence Community as a whole. Goals are stated with respect to each major community responsibility of the DCI and one or more objective is identified for each goal.

4. THE MID-RANGE ELEMENT

This consolidated document, published annually in the fall, is entitled DCI Mid-Range Planning Guidance.

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It supports the annual preparation of the DCI Program Resource Guidance and also serves as direct guidance to all Community managers. The document has three major sections:

a. Perspectives for Planning and Programming --

This is a consideration of the changing world environment, with attention given to U.S. foreign and national security policy.

b. Intelligence Strategy as it Applies to the Mid-Range Period --

Application of broad intelligence strategy for supporting U.S. policy over the mid-range is described. Emphasis is on the focus of intelligence effort and the needs for resources.

c. Projected Changes in U.S. Priorities in the Mid-Range Period --

In this section, projected environmental changes are expressed in terms of anticipated modifications to requirements categories and associated priorities within the framework of the attachment to DCID No. 1/2.

5. THE LONG-RANGE ELEMENT

a. This element, updated annually, before the Mid-Range Planning Guidance document is prepared, is a study which covers the years beyond the program period to twenty

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years in the future. Drawing on literature from many sources dealing with the long-range, the effort focuses on the identification of implications for the intelligence planning process. Attention is given to exploiting progress made in long-range planning efforts within and external to the Government. Major aspects outlined in the current and mid-range elements are treated where resolution permits.

b. The long-range study is designed to be of optimum value to both mid-range planning and programming. Annual study utilization assessments are scheduled to provide guidance for updating the long-range study each year and for the purpose of identifying special studies needed to assist in resolving selected major programming issues.

6. PREPARATION AND DISSEMINATION OF PLANNING DOCUMENTS

The Intelligence Community Planning Committee will publish schedules for the preparation and dissemination of the planning system components described above. The preparation of each component by the Committee will be supported by appropriate Intelligence Community

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participation. Each issuance and update will be referred to the NFIB for review and advice prior to approval by the DCI.

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